

CSI 0004/92  
21 April 1992

MEMORANDUM FOR: Director of Central Intelligence

VIA: David D. Gries  
Director, Center for the Study of Intelligence

FROM:   
Deputy Director, Center for the Study of Intelligence

SUBJECT: Harvard University Program on Intelligence and Policy

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1. This memorandum provides information on the Harvard University Program on Intelligence and Policy, as background for your 1 May visit to Cambridge.
2. Background. During your trip to Harvard, Ernest May of the Kennedy School of Government hopes to talk with you briefly about the Intelligence and Policy Program. As you will recall, the program was initiated in 1987, following your speech at Harvard on academic freedom and an unsolicited proposal from Graham Allison, then the Dean of the Kennedy School. Our goals were to develop new methods of training intelligence officers in the complexity of the intelligence-policy relationship and to demonstrate to a high-quality educational institution that the CIA is a legitimate and valuable partner in research. The program has been funded by the Intelligence Producers Council and managed by the Center for the Study of Intelligence.
3. Accomplishments. Since the first contract was signed in September 1987, the Kennedy School has conducted research for 16 case studies, of which eight have been completed and disseminated in the attached case book. May and his colleagues, principally Greg Treverton and Dick Neustadt, have also made progress on two major books--one on intelligence in World War II and the other summarizing insights from the case studies. In addition, the Kennedy School has conducted 10 week-long seminars in Cambridge for a total of more than 300 senior officers of the Intelligence Community. These seminars have been very well received by the participants. Participants in the most recent seminar (March 1992) were especially enthusiastic.

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4. Plans. We are in the process of finalizing our FY 92 contract, which has been delayed by technical issues, and should have it wrapped up by the time you meet with Ernest May. Our short-term plans for the program include a workshop on the case studies this summer for government trainers, and a meeting of the project Steering Group (which you co-chair with Dean Carnesale) on 10 June. Greg Treverton is preparing a report to the Steering Group on the program's accomplishments and proposals for future activities. In preparing for that meeting, we hope to document a consensus with the Kennedy School that continuing the program is in the long-term interests of both institutions.

5. Other Issues. There are a few other topics that may come up. One is funding. Since 1987, the total cost of the effort has been some \$2 million, and we estimate that some \$500,000 per year will be required to maintain the current level of activity. With the reorganization of the IC Staff, we are arranging to have the funding included in CSI's base to provide for long-term continuity. There have also been debates about some of the case studies. The case studies have varied in quality (although they have steadily improved), and are being used both by government trainees and academics. The Kennedy School, however, has not always taken our advice about their content. In effect, we have endowed a program of independent research, rather than entered into a traditional research contract. Finally, this relationship is unusual for both institutions, and the respective bureaucracies have had some problems with technical contracting and accounting issues. These are all manageable, but bear continuing close scrutiny. In sum, the program is fulfilling our goals, and we believe that it should continue .

6. If you have any questions about the Intelligence and Policy Project, please contact me on

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Attachment

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